



# **NUML Policy on Conflict of Interest**

## **1.0 Statement of Intent**

1.1. In a large University while staff holding multiple roles and also having external relationships, conflict of Interest may arise. In order to manage the associated risks to an acceptable level, all staff, students and others working in the University (including grant holders and emeritus researchers) are required to recognize and disclose activities that might give rise to actual or perceived conflicts of interest.

1.2. A conflict of interest can occur when your duties to the University compete with your personal interests or your duties to other people or organizations. Actual or perceived conflicts can arise from external activities that are undertaken in addition to your University role, personal relationships, or conflicting roles within the collegiate University. They can be financial, non-financial or both.

1.3. If staff and students manage their activities appropriately, they can usually proceed with these as normal whilst at the same time upholding obligations to the University, meeting regulatory and other external requirements and protecting the integrity and reputation of the University and its members.

1.4. By contrast, if they do not, such conflicts – or the perception of conflicts may jeopardize the University's public standing and may cause serious damage to the reputation of the University and of the individuals concerned. This may also result in litigation or financial loss, and individuals may be subject to disciplinary procedures

1.5. The aim of the Conflict of Interest Policy, and the associated processes and guidance, is to provide staff and students with the information required to be aware of the issues, to be able to recognize potential or real conflicts, and to manage them effectively if they occur.

## **2.0 Objectives**

2.1. The University's objectives are to ensure that:

- (i) any actual or perceived financial or non-financial conflicts of interest (arising from external activities, personal relationships or roles within the University) are identified and properly managed so that the activity can be carried out without risk to the integrity or the reputation of the University or its staff and students;
- (ii) governance of the University is conducted with close regard to the risks of financial and non-financial conflicts of interest;

- (iii) procedures are in place for conflicts of interest to be identified and managed in compliance with the relevant professional, legal, ethical and regulatory standards on conflicts of interest;
- (iv) activity is avoided in cases where a conflict of interest cannot be managed; and
- (v) all staff and students are aware of the importance of compliance with the Policy and that compliance with the Policy is monitored.

### **3.0 Scope**

3.1. This Policy applies to all staff and students of the University, to all external members of Council and its committees, and all others working in the University (such as faculty members who hold grants but are not current members of staff of the University, retired members who are still conducting research, and teaching or research visitors). It also applies to the staff and directors of subsidiary companies of the University.

3.2. A reference in this Policy to staff or students includes any person within the scope of the Policy.

### **4.0 Responsibilities**

**4.1. Every student, member of staff, external committee member** and any other person working in the University (as defined in section 3 above) is responsible for ensuring that they comply at all times with this Policy. Each individual is responsible for recognizing situations in which they have a conflict of interest, or might reasonably be seen by others to have a conflict, to declare that conflict to the appropriate person and to take such further steps as may be appropriate as set out in more detail in section 6 below.

4.2. The duty to declare a possible conflict applies to the perception of the situation rather than the actual existence of a conflict. If the situation cannot reasonably be regarded as likely to give rise to a conflict of interest, then there is no duty to declare it. If there is any uncertainty as to whether there is a conflict, or if an individual is uncertain about the application of this Policy or how it might affect their activities, they should contact the appropriate person (as set out in section 6) or the Secretary of the Conflict of Interest Committee.

4.3. In addition to complying with this Policy, researchers need to be aware of and comply with conflict of interest requirements set by external funders or other bodies with whom agreements have been made. Further information is provided in Appendix A (2.3).

**4.4. The Director Administration** is responsible for ensuring that this Policy is implemented and maintained and that appropriate explanatory guidance is provided.

**4.5. Deans, Heads of Department** (including Faculty Board Chairs), are responsible for: (i) ensuring that staff within their faculties, departments, faculties or sections (as appropriate), students, and other associated persons are made aware of this Policy and associated explanatory guidance; and (ii) keeping records of disclosures and management plans and providing these to the Conflict of Interest Committee on request.

**4.6. The Conflict of Interest Committee** is responsible for developing and maintaining the Conflict of Interest Policy framework, reviewing reports on compliance, providing support and guidance, escalating risks and issues, and providing recommendations to the University. Following shall be the composition of the Committee:

- |      |                  |             |
|------|------------------|-------------|
| i.   | Director General | (Chairman)  |
| ii.  | Dean             | (Member)    |
| iii. | Director         | (Member)    |
| iv.  | HoD              | (Secretary) |

## **5.0 Recognizing Conflicts of Interest**

5.1. A conflict of interest arises where the commitments and obligations owed by a member of staff or student to the University or to other bodies, for example a funding body, are likely to be compromised, or may appear to be compromised, by: (a) personal gain, or gain to immediate family (or a person with whom the staff or student has a close personal relationship), whether financial or otherwise; or (b) the commitments and obligations that person owes to another person or body.

5.2. There can be situations in which the appearance of conflict of interest is present even when no conflict actually exists. Thus it is important for all staff and students when evaluating a potential conflict of interest to consider how it might be perceived by others. Apparent or perceived conflicts of interest can be as damaging as actual conflicts of interest.

5.3. In order to recognize actual or perceived conflicts of interest, key interests need to be identified. Within the scope of this Policy, there are three main dimensions to be considered:

Dimension 1: roles and relationships Actual or potential conflicts generally arise from:

- roles or activities involving parties outside the University;
- roles held by staff and students outside the University;
- multiple roles held by staff and students inside the University;
- committee membership and roles involving decision-making in or on behalf of the University, departments, faculties or other units; and
- close personal relationships.

Dimension 2: activities giving rise to potential conflicts Actual or potential conflicts generally arise from:

- spinouts and other companies in which staff and students have an interest;
- intellectual property;
- procurement;
- complex commercial transactions and arrangements;
- conduct and funding of research;
- external activities and appointments;
- admissions; and
- recruitment.

Dimension 3: financial and nonfinancial conflicts; Conflicts of interest may be financial, nonfinancial or both.

### **Financial Conflicts of Interest**

5.4. A financial conflict of interest, for the purposes of this Policy, is one where there is or appears to be opportunity for personal financial gain, financial gain to close relatives or close friends, or where it might be reasonable for another party to take the view that financial benefits might affect that person's actions. A conflict will arise if the financial interest might provide, or be reasonably seen by others to provide, an incentive to the individual which affects their actions and where they have the opportunity to affect a University decision or other activity (because for example they are the decision-maker or the principal investigator on a research project).

5.5. 'Financial gain' or 'financial interest' means anything that has monetary value, including but not limited to:

- payments;
- benefits in kind;
- hospitality and/or gifts;
- forgiveness of debt;
- discounts, bonuses or other favorable contract terms;
- equity interests (e.g. stocks, stock options or other ownership interests); and/or
- intellectual property rights (e.g. patents, copyrights and royalties from such rights).

5.6. The level of financial interest is not the determining factor as to whether a conflict should be disclosed. What might be 'not material' or 'not significant' for one person might be very significant for another. Good practice in many situations will mean the declaration of 'any' financial interest, however small.

5.7. The identification and management of conflicts of interest has become even more important in light of the significantly increased level of financial and reputational risk arising from complex, high-risk, commercial transactions and arrangements. For

examples of conflicts involving financial interests, see the accompanying guidance online (which includes specific guidance on spinouts and procurement decisions). Non-financial conflicts of interest

5.8. Non-financial interests can also come into conflict, or be perceived to come into conflict, with a member of staff or student's duties, obligations or commitments to the University. Such non-financial interests may include any benefit or advantage, including, but not limited to, direct or indirect enhancement of an individual's career or education, or gain to immediate family (or a person with whom the person has a close personal relationship).

5.9. Ensuring that these conflicts of interest do not result in decisions or actions that can be called into question is particularly important for business propriety, supporting the University's charitable status, and conducting research that conforms to the expected ethical and academic standards.

5.10. In order to identify potential conflicts of interest, students and staff should consider who they are acting for, and whether there are any competing motivations or interests that could influence them, or be seen to influence them

## **6.0 Declaring Conflicts of Interest**

6.1. It is the duty of every member of staff or student to disclose any conflict of interest or any circumstances that might reasonably give rise to the perception of conflict of interest. All the members and staff and students shall submit Conflict of Interest Disclosure certificate attached as Annexure-A.

6.2. The general rule, with the exception of committee business (see paragraph 6.6), is that disclosure should be made at the time the conflict first arises, or it is recognized that a conflict might be perceived, in writing to the Head of Department (or equivalent). If the Head of Department (or equivalent) has an interest in the matter to be discussed, the declaration shall be made to the person at the next higher level of authority. In most cases this will be to the Faculty Dean.

6.3. Additional steps are required in certain circumstances. These are outlined in Appendix A (and relate to research students receiving support from a company in which their supervisor has a financial interest or where results or IP are related to company activity; biomedical/clinical research, as well as any other research carried out by staff or students who have financial interests in a company working in the same area; involvement in spinouts and other external ventures; and the sale, supply or purchase of goods/services).

6.4. Undergraduate students should discuss the relevant issues with their Tutor or Senior Tutor, who, where appropriate, will consult with the Head of Department before an approach for dealing with the conflict is agreed.

6.5. Postgraduate students should have this discussion with their supervisor. Where the conflict of interest arises between the interests of the supervisor and the student, the student should discuss the matter with the Senior Tutor or Head of Department, or the Director Students Affairs.

6.6. Committee chairs and members: in addition to individuals acting in accordance with the Policy, governance of the University must also be conducted with close regard to the risks of financial and non-financial conflicts of interest. At their first meeting of the academic year, each committee within the University should have a standing item on their agenda about conflict of interest. This item should cover what a conflict of interest is and how the members of the committee should declare such an interest if and when such a circumstance arises. It is also recommended that committees adopt the practice of including a similar statement to the following in each agenda: ‘Members of [Name] Committee will be asked to declare any interest that could give rise to conflict in relation to any item on the agenda at the beginning of the item in question. All interests so disclosed will be recorded in the minutes of the Committee. If the chair of the meeting deems it appropriate, the member shall absent himself or herself from all or part of the Committee’s discussion of the matter.’

6.7. It is recommended that faculties and departments also adopt a version of the paragraph above for all relevant meetings.

6.8. Many situations will require nothing more than a declaration and a brief written record of that declaration, which must be held in the department’s records and which should be provided to the Conflict of Interest Committee on request.

## **7.0 Managing Conflicts of Interest**

7.1. Some instances will require more than just declaration, and will need to be dealt with by agreeing how the conflict can be actively managed. One or more of the following strategies may be appropriate to manage the conflict of interest:

- not taking part in discussions of certain matters;
- not taking part in decisions in relation to certain matters;
- referring to others certain matters for decision;
- resolving not to act as a particular person’s supervisor;
- divesting or placing in trust certain financial interests;
- publishing a notice of interest;
- standing aside from any involvement in a particular project; and/or
- declaring an interest to a sponsor or third party.

7.2. The approach adopted should be documented and copies provided to the relevant parties. A copy of the final plan must be held in the department's records, reviewed and updated as necessary, and provided to the Conflict of Interest Committee on request.

7.3. If the above strategies are not sufficient to manage a particular conflict, it should be avoided. Further guidance can be sought at any time from the Conflict of Interest Committee.

7.4. Examples of situations that are frequently encountered and which may give rise to conflicts requiring special action are set out in the accompanying guidance.

7.5. There are, however, some particular instances where the general procedure is varied and further specific steps are required such that approval is obtained not only from the Head of Department (or equivalent) but from a designated University official, as set out in the table at Appendix A.

7.6. It is the responsibility of those affected to comply with the management approach that has been agreed.

7.7. Any unresolved matter shall be referred to the Conflict of Interest Committee for advice. In cases of particular difficulty, the Conflict of Interest Committee may refer its recommendations to the Executive Committee for advice or resolution.

## **8.0 Annual Declaration of Conflicts of Interest**

8.1. In addition to declaring any conflict or potential conflict in accordance with the procedure above, the following post holders are required to submit an annual declaration of interests to the Conflict of Interest Committee:

- the Rector;
- the Director General;
- the Registrar;
- all members of Council;
- all members of the Audit and Scrutiny Committee;
- the Heads of Faculties & Departments;
- chairs of such other bodies which govern the University's affairs, and such senior officers as shall be specified by Council in consultation with the Conflict of Interest Committee from time to time;
- all directors
- all directors of subsidiary companies of the University; and
- members of the Conflict of Interest Committee.



8.2. Persons with grounds to inspect declarations of conflict of interest shall be allowed access at the discretion of the Chair of the Conflict of Interest Committee.

## **9.0 Review of the Conflict of Interest Policy**

9.1. This Policy shall be the subject of regular review by the Conflict of Interest Committee, and, as necessary, other relevant bodies. Such reviews will take place in the light of guidance on best practice issued by outside bodies and are to take place not less than once every three years.

**Note:** This Policy has been prepared by Mr. Imran Liaquat Baig under supervision of Prof. Dr. Karamat Ali, Director ORIC.

**(This policy is issued with the approval of the competent authority)**

### **APPENDIX A**

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#### **Procedure: additional steps required in specific circumstances as a variance to the general rule**

##### **GENERAL RULE**

1. As explained in paragraph 6.2 the general rule is that disclosure should be made *at the time the conflict first arises, or it is recognized that a conflict might be perceived*, in writing to the Head of Department (or equivalent). If the Head of Department (or equivalent) has an interest in the matter to be discussed, the disclosure shall be made to the person at the next higher level of authority. In most cases this will be to the Head of Faculties. For University Senior Officers, the line of approval is to the Rector or the Registrar, as appropriate. However, in some circumstances, the procedure is slightly different. These are set out below and summarized in the table at the end of this Appendix.

##### **RESEARCH**

2. Where any researcher has a conflict of interest, they must follow the procedures described in Section 6 of the Policy. A researcher must also comply with the following:

**2.1 Clarification of any personal interests:** to assist the assessment of situations which could lead to a real or perceived conflict of interest at the stage of applying for a research grant, or negotiating a contract, the University requires researchers to clarify whether they have any personal interest (shareholding, consultancy, directorship, etc) in relation to the proposed sponsor. This is done on the Performa of costing when submitting applications for external research funding to Research Services;

**2.2 Ethics:** researchers must also comply with specific declaration requirements as laid down by the appropriate Ethics Committee. Researchers should contact the Secretary of the relevant Ethics Committee if they have questions about those requirements;

**2.3 Requirements of funding bodies:** some funding agencies set requirements relating to conflict of interest. They may, for example, require direct notification of certain interests to them; reserve the right to review the proposed plan for managing the conflict of interest; and/or prohibit grant holders from undertaking certain activities. Researchers need to be aware of and comply with those specific requirements. Researchers should contact Manager Research, ORIC if they wish to seek advice on any aspect of funding terms and conditions;

**2.4 Financial interest in a company involved in an area related to an individual's academic work, and other projects:** Any research attracts particular attention given the often very significant financial consequences of research outcomes and the potential harm to members of the public engaged.

The circumstances determine whether there is a conflict of interest, not the outcome. Staff or students who have a financial interest in a company that may reasonably appear to be affected by the results of a proposed research project must disclose that interest and put to both the Head of Department and Head of Faculty for review and approval a conflict of interest plan/approach designed to protect the integrity of the research and the reputation of the academic(s), their research group(s) and the University;

**2.5 Student receiving support from a company in which his or her supervisor has a financial interest, or where the outcomes of the research are related to the activities of such a company:** to preserve the integrity of the research the student and their supervisor must disclose the conflict to both the Head of Department and the Chair of the Conflict of Interest Committee for review and approval of a conflict of interest plan/approach.

## SPINOUTS, VENTURES AND FINANCIAL OR PERSONAL INTERESTS

**3.** Staff or students may have a financial interest or other personal interest in a spinout, startup or other organization with a connection to their academic environment and work, or in an organization to which the University has licensed or is seeking to license University IP. Staff may have personal IP or expertise with which they are intending to create a startup company with a connection to their academic environment and work. In such cases:

**3.1** they should normally play no executive role in any decisions made between the University or its subsidiaries and such external companies. If it is believed that there are exceptional circumstances to argue for such involvement, prior permission must be sought from the Head of Department and then from the Head of ORIC. The proposed conflict of interest plan/approach to be put to the Head of Department and then the Head of ORIC must aim to protect the reputation of the academic(s), their research group(s) and the University and ensure compliance with company law;

**3.2** if they wish to undertake a consultancy or other appointment for that company, they must seek prior permission from the Head of Department. The proposed conflict of interest plan/approach to be put to the Head of Department must aim to protect the reputation of the academic(s), their research group(s) and the University and ensure compliance with company law;

**3.3** all those involved must also declare and produce a management plan for conflicts of interest, to be reviewed by Research Services and approved by the Head of Department before the completion of the initial investment round.

**4.** Staff (other than researchers who are involved in Administration of the University's Intellectual Property Policy) wishing to buy or subscribe for shares in a spinout at any stage prior to the listing of the shares in the company on a recognized Stock Exchange must seek permission in advance from the Head of Department and from the Head of ORIC.

**SALE, SUPPLY OR PURCHASE OF GOODS OR SERVICES**

**5.** Staff must ensure the probity of all financial transactions. The sale or supply of goods by the University or the purchase of goods or services by the University must be carried out in accordance with the PPRA law. Staff should not normally be involved in supply or purchase decisions in relation to any external organization in which they or any members of their family or any person with whom they have a close personal relationship have a financial interest or in any way have the capacity for personal gain. If there are exceptional circumstances that prima facie require such involvement, the following process should be followed:

**5.1** the person should disclose, in writing to their Head of Department, the nature of the transaction, the potential conflict and the method proposed to manage the conflict;

**5.2** they and their Head of Department must formulate a proposed plan/approach that protects the University and ensures compliance with the law and the integrity of the transaction(s) and the individuals involved; and

**5.3** the Head of Department must then seek approval of that plan from the Director of Finance.

**Summary of the procedures for managing situations in particular circumstances**

Issue	First-line approval	Further approval	Further detail
<i>Research Students</i>			
If a student were to receive support from a company in which the proposed academic supervisor has a financial interest or where the results or IP from the research project are related to the activities of a company in which the proposed supervisor has a financial interest	Head of Department	Chair, Conflict of Interest Committee	Para 2, Appendix A
<i>Financial interests relating to an area of research</i>			
Staff or students who have a financial interest in a company that may reasonably appear to be affected by the results of their research (examples include, but are not limited to biomedical, clinical, energy, environmental, food and nutrition research)	Head of Department	Head of Faculty	Para 2, Appendix A
<i>External companies, including spinouts, startups and licensees of University IP</i>			
Staff or students who have a financial interest or other personal interest in an external venture or in			Para 3, Appendix A

an organization to which the University has licensed or is seeking to license University IP, wishing to:			
(i) be involved in the negotiation of any contract between the University or its subsidiaries and such external organizations	(i) Head of Department	(i) Director ORIC (ii) If additional consultation is required, Head of Department, consult Rector	
(ii) undertake a consultancy or other appointment for that external organization	(ii) Head of Department		
Staff or students involved in founding an external venture	Management plan to be produced, then reviewed by Research Services.	Head of Department to approve the management plan	Para 3, Appendix A
Staff wishing to buy or subscribe for shares in a spinout at any stage prior to the list of the shares on a recognized stock exchange.	Head of Department	Director of Finance	Para 4, Appendix A
<i>Sale, supply or purchase of goods/services</i>			
Staff seeking approval to be involved in University supply or purchase decisions in relation to any external organization in which they have a financial interest or in any way have the capacity for personal gain	Head of Department	Director of Finance	Para 5, Appendix A

**Conflict of Interest Certification and Disclosure Form**

**Part I – Conflicts of Interest Policy**

Name: \_\_\_\_\_

Position (e.g., employee/volunteer/director): \_\_\_\_\_

Date: \_\_\_\_\_

**Certification**

By signing this form below, I certify that:

1. I have received a copy of the organization's conflicts of interest policy;
2. I have read and understand the policy;
3. I agree to comply with the policy;
4. I agree to report promptly any changes in the information reported on this form, or any new information relevant to a conflict of interest; and
5. I understand that it is in the interest of the organization that it may not engage in activities and transactions that provide impermissible benefits to individuals or entities.

**Conflict of Interest Disclosure**

Please certify below that you either have nothing to report under the **Organization's** conflicts of interest policy, or describe below anything you believe could give rise to an actual or possible conflict of interest under the policy:

\_\_\_\_ I have nothing to report.

\_\_\_\_ I have the following matters to report.

1. Please specify below any matters you have to report.

(Please attach a supplemental statement if you have additional matters to disclose.)

2. For the purposes of determining possible future conflicts of interest, please specify other nonprofit and for-profit boards on which you and/or your spouse sit, any for-profit businesses for which you or a **family member** is an officer, a director, or a majority shareholder, and the name of your employer and any businesses you or a **family member** own).

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

(Please attach a supplemental statement if you have additional actual or possible conflicts of interest to disclose.)

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## PART II - Annual Independence Questionnaire

Name: \_\_\_\_\_

Position (e.g., employee/volunteer/director): \_\_\_\_\_

Date: \_\_\_\_\_

You may attach additional pages if necessary. We recognize that many of the questions below are technical and that they may overlap with information provided in response to the Conflicts of Interest Questionnaire. Please contact us if you are uncertain about any question or your response to such question and please answer every question (cross-references to prior responses are acceptable where appropriate).

1. **Payments by the Organization.** Have you been **compensated** as an **officer** or employee of this **Organization** since the beginning of the **Organization's** most recently completed tax year?

ANSWER:        YES                          NO

If you answered "Yes," please describe such **compensation**:

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<sup>1</sup> Note: A member of the governing body is not considered to lack independence merely because of the following circumstances:

- i)    The member is a donor to the Organization, regardless of the amount of the contribution;

2. **Payments by a Related Organization.** Have you been **compensated** as an **officer** or employee of a **Related Organization** since the beginning of the **Organization's** most recently completed tax year?

ANSWER:       YES                       NO

If you answered "Yes," please describe such **compensation**:

3. **Payments to Independent Contractors.** Have you received total **compensation** or other payments exceeding Pak Rs. 10,000 from the **Organization** or from a **Related Organization** as an **independent contractor**, other than reimbursement of expenses under an **accountable plan** or reasonable **compensation** for services provided in the capacity as a member of the **governing body**, since the beginning of the **Organization's** most recently completed tax year?

ANSWER:       YES                       NO

If you answered "Yes," please describe such **compensation**:

4. **Transactions with the Organization.** Have you, or any of your **family members**, been involved in a transaction with the **Organization** in one of the following threshold amounts (whether directly or indirectly through affiliation with another organization) since the beginning of the **Organization's** most recently completed tax year?

i) Greater than Pak. Rs. 20,000 in the aggregate;

-OR-

ii) A single transaction in which the amount involved exceeded Pak Rs. 50,000.

ANSWER:       YES                       NO

If you answered "Yes," please describe such transaction(s):



5. **Family Relationship.** Have any of your **family members** been employed as an **officer, director, trustee** or **key employee** of the **Organization** since the beginning of the **Organization's** most recently completed tax year?

ANSWER:        YES                          NO

If you answered "Yes," please describe such **family members'** employment:

6. **Employment Business Relationship.** Have you, or any **family member**, been employed since the beginning of the **Organization's** most recently completed tax year by either a sole proprietorship or an organization with which an **officer, director, key employee**?

ANSWER:        YES                          NO

If you answered "Yes," please describe such business relationship:

7. **Transaction Business Relationship.** Have you, or any **family member**, directly or indirectly,<sup>2</sup> made one or more contracts of sale, lease, license, loan, performance of services or other transaction involving transfers of cash or property valued in excess of Pak Rs. 20,000 in the aggregate with an **officer, director** or **key employee** of the **Organization** since the beginning of the **Organization's** most recently completed tax year?

ANSWER:        YES                          NO

If you answered "Yes," please describe such business relationship:

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<sup>2</sup> For the purpose of question 7, "indirectly" means a transaction with an organization with which either you or the **officer, director, trustee** or **key employee** is associated as a **trustee, director, officer, key employee** or greater-than-35% owner.

8. **Investment Business Relationship.** Have you, or any **family member**, been a greater-than-10% owner<sup>3</sup> in the same business or investment entity as any **officer, director, trustee or key employee** of the **Organization** since the beginning of the **Organization's** most recently completed tax year?

ANSWER:        YES                          NO

If you answered "Yes," please describe such business relationship:

9. **Other Relationships.** Are there any other transactions or relationships that are not addressed elsewhere in this questionnaire, involving you or any **family member**, that could affect your ability to exercise independent judgment in making decisions as a member of the **Organization's** governing body?

10. **Payments from Independent Contractors/Organization or Software House.** Have you received total **compensation** or other payments exceeding Pak Rs. 10,000 from any **Contractors/Organization or Software House** or from a **Related Organization** as a shareholder/partner or advisor which is involved in any business contract or any payment of service with NUML or Students of NUML, other than reimbursement of expenses under an **accountable plan** or reasonable **compensation** for services provided in the capacity as a member of the **governing body**, since the beginning of the **Organization's** most recently completed tax year?

ANSWER:        YES                          NO

If you answered "Yes," please describe such **compensation**:

11. **Payments received from Independent Contractors/Organization or Software House.** Have you received any amount from any **Contractors/Organization or Software House** or from a **Related Organization** as a shareholder/partner/advisor or Mentor which is involved in preparing and provision of guidance to NUML's students in research, project work, software development or thesis writing or preparation, other than reimbursement of expenses under an **accountable plan** or reasonable **compensation** for services provided in the capacity as a member of the **governing body**, since the beginning of the **Organization's** most recently completed tax year?

ANSWER:        YES                          NO

If you answered "Yes," please describe such **compensation**:

Please sign, date and return this questionnaire as soon as possible. Responses may be sent to:

*[Include Contact Information]*

**By signing below, I affirm that my answers to the foregoing questions are true and accurate to the best of my knowledge.**

**I will promptly advise the Organization if, after the date hereof, I become aware of any information that would change my responses to this questionnaire.**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

<sup>3</sup> Ownership is measured by stock ownership – either voting power or value – of a corporation, profits or capital interest in a partnership or limited liability company, membership interest in a nonprofit organization or beneficial interest in a trust. Note that ownership includes indirect ownership, for example, ownership in an entity that has ownership in the entity in question. There may be ownership through multiple tiers of entities.

**Declaration at the time of Interview**

1. Please provide below two references if any from National University of Modern Languages:

i. Name: \_\_\_\_\_ ii. Name: \_\_\_\_\_

Designation: \_\_\_\_\_ Designation: \_\_\_\_\_

2. Please provide detail of your blood relatives or near relatives (wife, husband, sister-in-law, brother-in-law, mother-in-law, daughter-in-law, son-in-law) which have served in NUML or are serving in NUML:

i. Name: \_\_\_\_\_ ii. Name: \_\_\_\_\_

Designation: \_\_\_\_\_ Designation: \_\_\_\_\_

3. I \_\_\_\_\_ hereby certify that no blood relative or near relative (wife, husband, sister-in-law, brother-in-law, mother-in-law, daughter-in-law, son-in-law) is a member of the Selection Board in which I am as a candidate for a post in NUML and the statements made in this form are true, complete and correct to the best of my knowledge and belief and in the event of any of the information being found false or incorrect or any ineligibility being detected before or after the selection, University shall have the right to terminate my service.

**Candidate's signature**  
(Full Name)

**Declaration by Selection Board member**

**Rector**

**National University of Modern Languages**

**Islamabad**

With reference to my appointment as Chairperson/Member of the Selection Board constituted for the purpose of examining and reporting upon the applications received for \_\_\_\_\_, I hereby certify that:-

1. I am not related to any candidate by consanguinity or affinity;
3. I am not a blood relative or near relative (wife, husband, sister-in-law, brother-in-law, mother-in-law, daughter-in-law, son-in-law) of any candidate;
2. I am not, and never was, the tutor or curator or guardian of any candidate;
3. My non-work-related activities, including but not limited to, any participation in political activities, do not place me in a conflict of interest as a Chairperson/Member of the Selection Board.
- 4.
5. I AM AWARE THAT THE WHOLE PROCEEDINGS OF THE BOARD ARE OF A CONFIDENTIAL NATURE AND MAY NOT, WHETHER STILL PENDING OR TERMINATED, BE DISCLOSED, DIRECTLY OR INDIRECTLY, TO ANY PERSON.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Name in Block Letters: \_\_\_\_\_